



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

December 20, 2012

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Richard Sanchez  
Chief Information Officer

Board of Supervisors  
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First District

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Fifth District

## **QUARTERLY REPORT ON MAJOR INFORMATION TECHNOLOGY (IT) PROJECTS**

This quarterly informational report highlights major IT projects to inform the Board on some of the new and ongoing activities that are leveraging IT for operational efficiencies and enhanced service delivery.

### **E-Mail Migration to Countywide E-mail System (CES)**

In April 2012, the Board authorized the Chief Information Office (CIO) to execute a new Statement of Services under the County's Microsoft Master Services Agreement to support the migration of Department of Health Services' (DHS) e-mail systems to the CES managed by the Internal Services Department (ISD). The consolidation of departmental e-mail systems will enhance interoperability, facilitate information sharing, simplify e-mail administration, and reduce County e-mail costs.

### **Current Status**

ISD, DHS, and Microsoft have successfully migrated DHS' 15,000 employees to CES. Leveraging the Microsoft migration team and the lessons learned from the project, it is anticipated that another Statement of Services will be brought to the Board for approval in January, 2013 to support the migration of the Department of Public Health (DPH). In addition to adding approximately 4,500 additional mailboxes to CES, this effort may avoid the support renewal payment for DPH's legacy e-mail system that is due in April, 2013. Aside from DPH, the other departments scheduled to migrate to CES by the end of this fiscal year are Registrar-Recorder/County Clerk, Department of Parks and

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Recreation, Public Defender, Information Systems Advisory Board, and Auditor-Controller. CIO, ISD, and Chief Executive Office (CEO) continue to work together to refine the migration schedule, funding, and service level agreements for future migrations which are planned through 2015.

### **County Server Virtualization Initiative**

The merger of many stand-alone physical computer server systems onto fewer but larger systems—a technique known as virtualization—is underway. Virtualization makes efficient use of each server's capacity, reduces cost, saves electrical and cooling power, and streamlines resources. Many of the larger County departments are implementing virtualization and ISD has deployed a "private cloud" infrastructure which relies upon server virtualization.

#### **Current Status**

The County's progress toward reducing physical servers has improved for those departments with active projects. The departments that do not have virtualization efforts underway are primarily smaller departments that will require professional services to virtualize their servers. The CEO has identified funding to assist General Fund departments in virtualization. For those departments lacking the expertise or infrastructure to support a virtualized server environment, ISD's infrastructure has been identified as the preferred option to cost-effectively host those departments' servers.

ISD has provided several technical and business briefings to departments, and conducted data center tours. A second generation of the virtualization environment has been deployed that provides improved disaster recovery capabilities, and several departments are working on proof-of-concept trials of this latest environment.

CIO and CEO are finalizing a County Technology Directive that directs departments to complete their virtualization projects by June 30, 2014. The long-term goal is to virtualize and centralize the County's servers to eliminate duplication and reduce costs.

### **County Mobile Device Management (MDM)**

County departments' use of mobile devices, such as tablets and smart phones, improve access to information, productivity, and service delivery to our constituents. Several County departments are also considering or are in the process of developing smart applications for use by portable devices such as tablets and smartphones. MDM tools are critical for the management of these devices to mitigate the security and privacy risks of County data residing on these devices.

### Current Status

ISD is working with the CIO to establish a centralized MDM solution for use by all departments. An MDM proof-of-concept is underway, and is targeted at validating security and privacy protections for Apple iPad tablets to ensure compliance with the County's Mobile Device Security Standard. The testing is scheduled for completion in February 2013, and the CIO will be requesting County Information Technology Fund monies to acquire and implement an enterprise MDM solution for the County. Concurrently, CIO is working with ISD to extend the Shared Portal Infrastructure to include a development platform for deploying mobile websites and applications.

### **Managed Print Services (MPS) Program**

Managed Print Services (MPS) is a key countywide efficiency initiative, which optimizes office printing while lowering costs. In 2011, the County conducted a print assessment which identified the County operates an estimated 43,000 print devices at an annual cost of approximately \$36 million dollars. The assessment recommended that by using MPS approaches, which include reducing and standardizing on printing equipment, measuring and managing costs and color printing, the County could achieve an estimated \$9.7 million or 27 percent in annual cost savings.

Based on the projected cost savings and additional operational benefits, a Request for Proposals (RFP) was issued in April, 2012 to select MPS providers. The resulting contracts will maintain a pool of qualified vendors that can provide print optimization and related support services to departments Countywide through a centralized and streamlined competitively solicited contracting process.

### Current Status

ISD began negotiations with three vendors in November; subsequently one vendor concluded negotiations without reaching agreement and was dropped. ISD and CIO expect to present the Agreements to the Board for approval in January, 2013 for the two remaining vendors. The CIO will prepare a County Technology Directive and associated materials to define MPS Program objectives, scope, and approach for implementation.

### **Enterprise Information Management Program**

The County's Enterprise Information Management Program provides governance and leadership for data sharing and reuse between programs and departments to improve County services and delivery. This Program is managed by the County's Chief Data Officer in the CIO, and is a collaborative effort with all departments to develop

strategies, policies, initiatives, and the enabling technology infrastructure to manage the County's information assets more effectively and efficiently.

#### Current Status

The Enterprise Information Management Workgroup is developing CWPIX, which is a solution architecture for Enterprise Information Integration and Exchange Services and Countywide Master Data Management (CWMDM). Together, these are part of a Countywide infrastructure to improve information sharing and reuse across County programs and departments. The development of the architecture and implementation strategy is scheduled for completion by January 30, 2013.

CWPIX, a standard-based and cost-effective platform, and CWMDM will enable new and existing systems to seamlessly, securely, and reliably share data. They will also achieve greater operational efficiency and service quality by eliminating duplicate data entry, sharing information real-time, and improving data quality and decision making.

#### **Mileage Authorization Reimbursement System (MARS)**

The County currently subsidizes approximately 24,000 drivers and incurred \$17,157,590 in mileage expenses for Fiscal Year 2011-12. MARS is an enterprise-based on-line application designed to replace the manual claim form that employees have been using to request mileage reimbursement. MARS is a joint project between the Auditor-Controller (A-C) and ISD, with input from the Departments of Public Social Services (DPSS) and Children and Family Services (DCFS).

#### Current Status

MARS is currently being piloted by the A-C and a portion of DPSS. Since implementation, a total of 762 mileage permittees have processed 259 claims representing 1,250 total trips. MARS will be rolled out to the entire DPSS user base in February 2013, and subsequently countywide to the rest of the County's mileage permittees.

#### **Absence Management System (AMS)**

AMS is a countywide enterprise application administered by the Department of Human Resources (DHR) that tracks and manages employees on leave. It is an automated "rules-based" system that applies the most current Federal and State regulations, as well as County leave policies based on an employee's employment status and reason for leave. The objective of AMS is to bring consistency and improved management information to the process of managing leave throughout the County.

#### Current Status

AMS was implemented countywide in August 2012. Based on department feedback, DHR and CEO Risk Management are working with the system vendor to implement enhancements that will further streamline return-to-work activities. Enhancements are estimated to be completed by February 2013.

#### **Performance Management Tracking System (PMTS)**

PMTS is a countywide enterprise application administered by DHR that provides authorized users streamlined and automated management of discipline cases. The system integrates with the County's eHR system and supports uploading and management of case related documents, images, and audio files, and provides central reporting capability.

#### Current Status

Thirty-two departments are currently utilizing PMTS, three departmental legacy systems have been retired, and historical data migrated to the system. The Departments of Health Services, Probation, and Public Health are scheduled to be transitioned to PMTS later this fiscal year. DHR will discuss possible migration options with the Sheriff's Department. DHR is working with ISD to make system enhancements, development of analytical reports, and dashboard capability by March 2013.

#### **Department of Health Services' Electronic Health Records (EHR System)**

DHS' EHR project will deploy, and sustain a uniform, standardized, and fully integrated EHR solution that is implemented consistently across care settings, with standardized associated workflow processes and a single, unified data structure. It will replace outdated silo solutions with a modern, uniform, industry standard approach.

#### Current Status

The Board approved an Agreement with Cerner Corporation for the designing, building, implementing, and hosting of the EHR system on November 27, 2012. It is anticipated that the Board will consider EHR financing later this month or early January.

#### **LEADER Replacement System (LRS)**

LRS, which is administered by DPSS, will replace and integrate the functionality of multiple disparate legacy systems, including: (1) the existing LEADER system, (2) Greater Avenues for Independence Employment Activity and Reporting System, (3) General Relief Opportunity for Work, and (4) certain DCFS systems. It will streamline

case management for public assistance programs by consolidating and integrating business processes, expand on-line services available through an eGovernment portal, and provide reusable, sharable, and flexible functionality across the various programs.

#### Current Status

DPSS received Board approval in November 2012 for Accenture LLP to develop and operate LRS, and will commence system design and work development in February 2013. LRS is scheduled to be completed by 2016.

DPSS will seek Board approval to exercise the remaining two-year option to extend the current LEADER Agreement with Unisys Corporation through April 2015. DPSS will also work with Unisys for additional system maintenance coverage until LRS is fully operational.

#### **Jail Health Information System (JHIS) Remote Hosting**

The Sheriff's Custody Bureau Medical Unit has supported and maintained the JHIS system used in the delivery of inmate health services. Maintenance and support of this system within the Sheriff's infrastructure has become costly. As an alternative the Sheriff has negotiated an agreement with Cerner to manage and maintain the JHIS system.

#### Current Status

The Sheriff received approval from the Board in November 2012 to enter into an agreement with Cerner for remote hosting services and application management and maintenance. There are three phases to this Agreement:

- Phase I – Remote hosting cutover was completed on December 8, 2012. System upgrades and enhancements to be completed by late 2013;
- Phase II – System application software development to be completed by 2014; and
- Phase III – Implement additional Application Software Modules by 2015.

Should you or your staff have questions regarding any of the following initiatives, please contact Richard Sanchez at 213-253-5600 or [rsanchez@cio.lacounty.gov](mailto:rsanchez@cio.lacounty.gov).

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c: All Department Heads